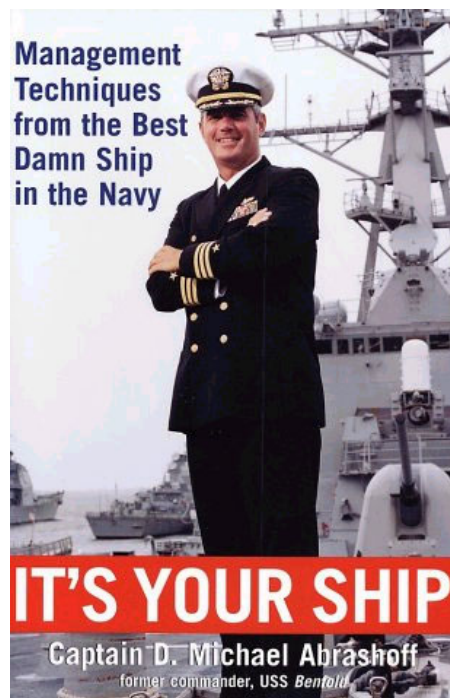


LINKAGE

The 2004 Linkage Excellence in Management & Leadership Series

Effective Leadership

Participant Materials



Featuring Michael Abrashoff

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Dear Participant:

Welcome to Linkage's 2004 Excellence in Management & Leadership Series. Today's program, *Effective Leadership*, features Captain D. Michael Abrashoff, former commander of the USS *Benfold* and author of the best seller, *It's Your Ship: Management Techniques from the Best Damn Ship in the Navy*.

Mr. Abrashoff will share his insights in turning his crew of talented but uninspired, underperforming enlisted men and officers into a team of committed, energized, and focused shipmates – all in an environment where his approach was suspect, incentives for performance and reenlistment lacking, and the consequences of underperformance deadly.

If Michael can do it in the Navy, you can do it in your organization. After all, it's your ship.

This broadcast and follow-up training will help you learn the techniques to turn your organization around by stirring the talents, commitment, and focus of your "shipmates". Specifically, as a result of participating in this broadcast and follow-up training, you will be able to:

- Instill a climate of ownership in which people feel accountable and responsible for the success of their organization.
- Use the principles of *GrassRoots Leadership* to focus on purpose rather than chain of command.
- Create an organization where change and innovation are not only accepted but also embraced as a means to stay ahead of the competition.

These participant materials have been designed to complement your conversation with Michael Abrashoff. Use them to prepare for the broadcast by reviewing the principles of *GrassRoots Leadership*.

Use the materials during the broadcast to record your notes, ideas, questions, and insights. At the end of the program, you will be asked to submit questions directly to Mr. Abrashoff via fax, telephone, and/or email. Mr. Abrashoff will speak for the first hour and then respond to questions for the next 30 minutes. Your submission of questions is critical to the success of the program.

Most importantly, use the materials to help you implement the principles and techniques back aboard your own ship. As the sailor's axiom teaches, "You cannot explore new lands if you are unwilling to leave the shore." Yet many of us find the shore to be a place more comfortable than the sea of risk and change. Use the materials as your beacon, your compass, and your lifeline as you navigate the sea of change in your new vessel: *GrassRoots Leadership*.

About Linkage

Linkage, Inc. is a leading provider of leadership and management development training programs, services, and products. More than 100,000 executives and management professionals have attended a Linkage summit, institute, conference, workshop, or corporate education program. Linkage also provides assessment, consulting, and research services to Fortune 500 companies and other leading organizations. Founded in 1988, Linkage is headquartered in Burlington, Massachusetts with regional offices located in Atlanta, Brussels, London, Minneapolis, and San Francisco. In both 1997 and 1998, Linkage was honored as one of the "Inc. 500 Fastest Growing Private Companies in the United States."

Upcoming Events

April 6, 2004 (11:00am - 12:30pm Eastern Time)

Tim Sanders - *Leadership and Likeability*

May 5, 2004 (11:00am - 12:30pm Eastern Time)

Peter Drucker - *Strategic Planning in the 21st Century*

May 25, 2004 (11:00am - 12:30pm Eastern Time)

Tom Peters - *Leadership and Change*

June 22, 2004 (11:00am - 12:30pm Eastern Time)

Stephen Covey - *Unleashing Human Potential*

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SECTION I

SATELLITE PROGRAM MATERIALS

Introduction and Basic Premise

As Commander of a \$1 billion dollar warship and crew of 310, Michael Abrashoff used *GrassRoots Leadership* to increase retention rates from 28% to 100%, reduce operating expenditures, and improve operational readiness. The ten core tenets of *GrassRoots Leadership* will be discussed during the session.

Michael challenged the traditional command-and-control management style of the U.S. Navy and turned the USS *Benfold* into the most highly efficient "organization" in the Pacific Fleet.

Hundreds of businesses throughout the world now use these *GrassRoots Leadership* principles to improve their own processes and increase productivity, morale, retention, and profits.

Question-and-Answer Session

- If you are participating in the live presentation of this program, you may complete the fax form, send an e-mail, or call in your questions to Michael Abrashoff using the Question Sheet on page 31 of this participant guide.
- If you are participating in a post-broadcast program, share your questions with your seminar coordinator and your colleagues during that time.

When the Session Has Concluded

- Your feedback is valuable in ensuring the integrity of future programs. We take pride in providing relevant, thought-provoking and enlightening programs – and we rely on you to help make this happen. Complete your participant evaluation form at: http://www.linkageinc.com/disl/satellite_evals.shtml.
- To further reinforce your understanding of today's information, as well as hone other aspects of your leadership skills, complete the recommended Post-Broadcast Activities that begin on page 24 of your participant guide.

Pre-Broadcast Reading

At the age of 36, Michael Abrashoff was selected to become Commander of the USS *Benfold* – at the time, the most junior commanding officer in the Pacific Fleet. The immediate challenges that faced him were staggering: Exceptionally low morale with unacceptably high turnover. Few thought that this ship could improve. In many ways, the *Benfold* was actually an extreme example of the same problems facing many organizations today.

As the new head of his own command Michael only became more resolved. “In my induction ceremony, my predecessor left to cheers. The crew was actually clapping as he and his family departed. I knew then that command and control leadership was dead.”

“A lot of people do whatever it takes to secure the next promotion. All I ever wanted to do in the navy was to command a ship. I did not care if I ever got promoted again. And that attitude enabled me to do the right things for my people instead of doing the right things for my career. Along the way, it was my people that created the results that ensured my next promotion.”

The solution was to establish a system of beliefs that Michael calls *GrassRoots Leadership* – a process of replacing command and control with commitment and cohesion by engaging the hearts, minds, and loyalties of workers.

In his book, *It's Your Ship: Management Techniques from The Best Damn Ship in the Navy*, Michael states that, “The most important thing that a captain can do is to see the ship through the eyes of the crew.”

To Michael, this meant interviewing every single person on his ship, from the most senior officer to the newest recruit -- an experience that began to generate the most invaluable ideas, often from the most unexpected sources. For example, through one of these meetings Michael was able to address one of the most demoralizing roles of the crew: relentless chipping and painting had always been a standard task for a ship's youngest sailors, the individuals that Michael most wanted to connect with. One of these sailors simply suggested replacing the rusting hardware with stainless-steel nuts and bolts.

“I took our credit card and bought the stainless steel hardware that day,” Michael commented. “Those guys didn't pick up a paintbrush the rest of the time I was on board.” Today, the entire navy uses that process – a solution that began from GrassRoots efforts.

GrassRoots Leadership is a philosophy that empowers every individual to share the responsibility of achieving excellence. *GrassRoots Leadership* has as its core tenets:

- **Lead by Example** – GrassRoots Leaders know they must first change their own attitudes and behaviors before expecting their crew to change.
- **Listen Aggressively** – GrassRoots Leaders don't simply listen, they hear what their people are telling them. They know that those on the front lines are the most familiar with how operations can be more effective.
- **Communicate Purpose and Meaning** – GrassRoots Leaders help their crew understand (collectively and individually) how their work contributes to the success of the overall mission, as well as understand how that work supports the personal goals they have for themselves.
- **Create a Climate of Trust** – GrassRoots Leaders trust and cultivate trust from their crew. Without trust, the barriers that prevent excellent performance will never be lowered.
- **Look for Results, Not Salutes** – GrassRoots Leaders maximize performance by making their people grow. They succeed only where their people succeed.
- **Take Calculated Risks** – GrassRoots Leaders know that taking prudent, calculated risks is instrumental in maximizing performance.
- **Go Beyond Standard Operating Procedure (SOP)** – GrassRoots Leaders look at standard operating procedure as a guideline, because SOP doesn't change as rapidly as the environment and competition. Therefore, they foster a climate that encourages people to come up with better and more innovative ways to accomplish their mission.
- **Strengthen Others/Build Up Your People** – GrassRoots Leaders focus on making their people grow and creating an environment where everyone can win, thereby making the entire team stronger.
- **Generate Unity** – GrassRoots Leaders work to not only change undesirable behaviors but to alter the underlying attitudes. By working toward a mutual respect for everyone, they level the playing field, permitting everyone to perform at their highest level.
- **Cultivate Quality of Life** – GrassRoots Leaders actively integrate fun into the work experience. They want their crew to have as much fun from 9 to 5 as they do at home from 5 to 9; thereby, gaining the passion, enthusiasm and creativity that they usually lock in their car in the parking lot each morning.

By every measure, these principles were able to achieve breakthrough results. Personnel turnover decreased to an unprecedented 1%. The rate of military promotions tripled, and operating expenses were slashed by 25%. USS *Benfold* became regarded as the finest ship in the Pacific Fleet, winning the prestigious Spokane Trophy for having the highest degree of combat readiness.

Abrashoff's leadership skills have been honed through a number of challenging roles. Prior to commanding USS *Benfold*, he served as the Military Assistant to the Secretary of Defense, the Honorable Dr. William J. Perry. In this demanding role, Michael accompanied the Secretary of Defense throughout the world on critical missions of national security.

Other experiences that have influenced Michael's leadership skills include helping to draft the air defense plan for naval forces in the Persian Gulf in 1990, coinciding with Iraq's invasion of Kuwait; and serving as the Executive Officer of the Cruiser *Shiloh*, where he traveled to the Persian Gulf in support of United Nations sanctions against Iraq.

Michael Abrashoff is originally from Altoona, Pennsylvania and is a 1982 graduate of the Naval Academy in Annapolis. He currently resides in Arlington, Virginia where he is currently working on his second book, Get Your Ship Together.

His first book, It's Your Ship, has sold over 120,000 copies and is a New York Times and Wall Street Journal Best Seller. While receiving accolades from such business-minded entities as Wall Street Journal, Fast Company, and others, perhaps the greatest testament to Michael's leadership style is represented by one of his crew, who published the following review of It's Your Ship on Amazon.com:

Reviewer: EW3 Holly (Davis) Simpson from Louisville, KY December 11, 2003

I am a plankowner of the Benfold and admired Capt. Abrashoff's leadership. His superior leadership brought the morale of our ship from just ordinary shipboard life to a ship that many in the fleet wanted to become a part of. Our ship was a show-piece and we were proud to carry out his orders.

What could have been a horribly desolate six months on deployment, including the holidays spent in the Gulf in 97-98, turned into a memorable experience for all, thanks to Capt. Abrashoff who even made UnRep a grand event! We learned from him that although we had a VERY important job to conduct, we were rewarded with pride in our accomplishments. Capt. Abrashoff was a very approachable Commanding Officer, an experience I had never encountered in the military and has been rare while employed with state government. He made an effort to see that his crew not only did their jobs exceptionally well, but that we enjoyed the festivities he provided for the ship while in port.

I have read his fantastic book, reliving all the memories of my Benfold life and have used his leadership knowledge to become a successful professional in the "civilian" world. To the readers who feel Capt. Abrashoff is "arrogant" in his leadership style--I think if you had as awesome a ship as the Benfold to be a part of, you would be extremely proud of it and the leadership that made it such a fine place to spend a few years of your life.

After this broadcast, you may wish to pick up a copy of It's Your Ship, Warner Business; 1st Edition (May 2002).

“I began with the idea that there is always a better way to do things, and that, contrary to tradition, the crew’s insights might be more profound than even the captain’s.”

Pre-Broadcast Activity/Discussion

- 1. Michael Abrashoff honed his lessons aboard the USS *Benfold*, a cruise missile destroyer with 310 crew members. When Michael assumed command, the USS *Benfold* had one of the most inferior retention and operational readiness records in the Pacific Fleet. Under Abrashoff’s command, the USS *Benfold* became the “go-to ship” for the US Navy with some of the highest efficiency, effectiveness, readiness, and personnel retention rates of ships in the Pacific Fleet.

Michael claims that his leadership style, *GrassRoots Leadership*, enabled the crew of the USS *Benfold* to achieve and surpass every goal they set for themselves.

What do you consider YOUR ship? Define your organization, be it a company, a division, a department, a unit, a project team, or other. Where can YOU begin to apply the principles of *GrassRoots Leadership*?

- 2. GrassRoots Leaders “see the ship through the eyes of the crew.” Who comprises your crew? Use the Crew List in Section 2: Forms (page 29) to capture important information.

- 3. We all want to leave a legacy – to be known for our accomplishments aboard our ship. What do you want to be known for?

4. Rate yourself on each of the ten principles of *GrassRoots Leadership* by circling the number that best describes your current capability:

GrassRoots Leadership Principle	My Self-Assessment Score									
	Needs Significant Improvement					Role Model for Others				
Lead by Example – GrassRoots Leaders know they must first change their own attitudes and behaviors before expecting their crew to change.	1	2	3	4	5	6	7	8	9	
Listen Aggressively – GrassRoots Leaders don't simply listen, they hear what their people are telling them. They know that those on the front lines are the most familiar with how operations can be more effective.	1	2	3	4	5	6	7	8	9	
Communicate Purpose and Meaning – GrassRoots Leaders help their crew understand (collectively and individually) how their work contributes to the success of the overall mission, as well as understand how that work supports the personal goals they have for themselves.	1	2	3	4	5	6	7	8	9	
Create a Climate of Trust – GrassRoots Leaders trust and cultivate trust from their crew. Without trust, the barriers that prevent excellent performance will never be lowered.	1	2	3	4	5	6	7	8	9	
Look for Results, Not Salutes – GrassRoots Leaders maximize performance by making their people grow. They succeed only where their people succeed.	1	2	3	4	5	6	7	8	9	
Take Calculated Risks – GrassRoots Leaders know that taking prudent, calculated risks is instrumental in maximizing performance.	1	2	3	4	5	6	7	8	9	
Go Beyond Standard Operating Procedure (SOP) – GrassRoots Leaders look at SOP as a guideline, because SOP doesn't change as rapidly as the environment and competition. Therefore, they foster a climate that encourages people to come up with better and more innovative ways to accomplish their mission.	1	2	3	4	5	6	7	8	9	
Strengthen Others/Build Up Your People – GrassRoots Leaders focus on making their people grow and creating an environment where everyone can win, thereby making the entire team stronger.	1	2	3	4	5	6	7	8	9	
Generate Unity – GrassRoots Leaders work to not only change undesirable behaviors but to alter the underlying attitudes. By working toward a mutual respect for everyone, they level the playing field, permitting everyone to perform at their highest level.	1	2	3	4	5	6	7	8	9	
Cultivate Quality of Life – GrassRoots Leaders actively integrate fun into the work experience. They want their crew to have as much fun from 9 to 5 as they do at home from 5 to 9; thereby, gaining the passion, enthusiasm and creativity that they usually lock in their car in the parking lot each morning.	1	2	3	4	5	6	7	8	9	

5. Identify your top two priorities based on your self-assessment scores from the previous page:

During The Program

- Participate!
- Submit questions to be addressed by Michael Abrashoff during the question-and-answer session. He will speak for the first hour and then respond to questions for the next 30 minutes, so again, your submission of questions is critical to the success of the program. To submit questions, complete the fax form found on page 30, submit an e-mail, or call in when prompted during the program.
- Use the following pages as an additional resource to you throughout the presentation. Make notes on the presentation in the space provided.

"I knew that I would have to come up with a new leadership model, geared to a new era."

“However the economy is doing, a challenge for leaders in the 21st century is attracting and retaining not just employees, but the best employees – and more important, how to motivate them so they work with passion, energy, and enthusiasm.”

This image shows a single page of white paper with horizontal blue or grey ruling lines. The lines are evenly spaced and run across the width of the page, leaving small margins at the top and bottom. There are no vertical margin lines, text, or other markings on the page.

My Self-Assessment Score

Needs Significant Improvement

Role Model for Others

1 2 3 4 5 6 7 8 9

1. Did I clearly articulate the goals?

2. Did I give enough time and resources to accomplish the task?

3. Did I give enough training?"

“Never forget your effect on people.”

"Whenever I got a good suggestion, I hit the button [on the public-address system] and told the whole ship about it. The turnaround time for launching a good idea was about five minutes."

My Self-Assessment Score

Needs Significant Improvement

Role Model for Others

GrassRoots Leaders help their crew understand (collectively and individually) how their work contributes to the success of the overall mission, as well as understand how that work supports the personal goals they have for themselves.

1 2 3 4 5 6 7 8 9

“The only way I can create the right climate is to tell every sailor, in person, that this is the climate I want to create.”

"We dedicate 60 to 70 percent of our waking hours to the thing called work. It would be terrible if we didn't believe that what we were doing made a difference."

“Make your crew think, ‘We can do anything.’”

My Self-Assessment Score

Role Model for Others

1 2 3 4 5 6 7 8 9

“Protect your people from lunatic bosses.”

My Self-Assessment Score

Needs Significant Improvement

Role Model for Others

1 2 3 4 5 6 7 8 9

“Nurture the freedom to fail.”

“Good ideas are where you find them. Every leader needs big ears.”

My Self-Assessment Score

Role Model for Others

1 2 3 4 5 6 7 8 9

“If a rule does make sense, break it carefully.”

My Self-Assessment Score

Needs Significant Improvement

Role Model for Others

1 2 3 4 5 6 7 8 9

"I realized, first-hand, the power of information: those that have it prosper; those that don't, wither."

“Sometimes a solution is so simple and so apparent that we ignore it. That’s a big mistake.”

Strengthen Others/Build Up Your People

GrassRoots Leaders focus on making their people grow and creating an environment where everyone can win, thereby making the entire team stronger.

My Self-Assessment Score

Needs Significant Improvement Role Model for Others

1 2 3 4 5 6 7 8 9

“Show me a manager who ignores the power of praise and I will show you a lousy manager.”

“Positive, personal reinforcement is the essence of effective leadership.”

“Build up your bosses. I aimed to be the consummate team player, a loyal servant to harassed bosses, whose needs I would anticipate before they even realized they had them.”

“My officers knew that they could always use me in their leadership toolkits. They never hesitated to knock on my door and say, ‘Seaman Jones is doing a helluva job in laundry. Could you stop by and tell him how much you appreciate him?’”

Generate Unity

GrassRoots Leaders work to not only change undesirable behaviors but to alter the underlying attitudes. By working toward a mutual respect for everyone, they level the playing field, permitting everyone to perform at their highest level.

My Self-Assessment Score

Needs Significant Improvement

Role Model for Others

1 2 3 4 5 6 7 8 9

***“Forget diversity.
Train for unity.”***

“We didn’t have the gender integration problems wracking the rest of the military for one reason: We treated everyone with respect and dignity, and required the same from our people.”

“People changed because we proved the benefits of community.”

My Self-Assessment Score

Needs Significant Improvement

Role Model for Others

1 2 3 4 5 6 7 8 9

“The secret of good work? Good play.”

Post-Broadcast Activities

Complete and submit the participant evaluation form found at:
http://www.linkageinc.com/disl/satellite_evals.shtml or at the end of your participant materials.

Activity 1: Self-Reflection and Discussion

- How do GrassRoots principles support other management theories or philosophies that you have heard of?

- What did you hear that was new for you?

- What principles or techniques struck you as being especially relevant to your situation?

Activity 2: Leadership Challenge

In his book, It's Your Ship, Michael Abrashoff states, "What all leaders have in common is the challenge of getting the most out of our crews, which depends on three variables: the leader's needs, the organization's atmosphere, and the crew's potential competence."

- Describe your needs as leader of your ship. What do you want to leave as your legacy? (See Pre-Broadcast Activity, Question #3 on page 9 of this participant guide.)

- Describe the atmosphere within your organization.

- Describe the crew's potential competence. (You may wish to use the Crew List in Section 2: Forms – page 29 – record individual competence.)

Activity 3: What Does Your Boss Want?

Abrashoff attributes the success of his ship in becoming the “best damn ship in the Navy” to a clear mission and clear goals. By putting himself in the shoes of his boss and asking, “What do I want from Abrashoff and the USS *Benfold*?” Michael was able to define the goals for his ship. “What the boss wanted,” Michael states, “was a ship that met all operational commitments and did so under budget, while achieving high morale and a high retention rate. I thought that if I could deliver these things, my boss would leave me alone. He would concentrate on other ships that weren’t delivering the same results.”

- What does your boss expect from you?

- In a small group, share and discuss.
 - Why do I think these are the boss’s expectations for me and my team? How can I make sure?
 - How will I know that we are progressing towards the achievement of these goals?
 - How do I effectively – and without arrogance, communicate our progress toward the achievement of these goals to my boss?
 - How can these goals be communicated to my teammates so the mission is clear and each team member can contribute to the achievement of our goals?
 - What does “best” look like for each of the goals?

Final Activity: Action Planning

- Your legacy begins today. Picture yourself six months from now. You're reflecting with a sense of pride and satisfaction on what you've accomplished since the broadcast. As you look back, what one thing brings you the most pride?

- Back to the present. With the above goal set for six months from now, what intermediary steps do you need to take to reach that goal?
 - What do you need to do within three months?

- What do you need to do by the end of this month?

- What do you need to do by the end of this week?

- What do you need to do tomorrow?

SECTION 2

FORMS

"I began with the idea that there is always a better way to do things, and that, contrary to tradition, the crew's insights might be more profound than even the captain's." – Michael Abrashoff.

[illegible]

Question Sheet

Use this form to write your question for Mr. Abrashoff for discussion among your colleagues. Please write legibly.

Name (optional):

Organization:

Location:

Your question (25 words or fewer):

Fax 1.877.892.0170 (from within U.S.)
Fax 646.349.3661 (from outside U.S.)

Email: *leadership2004@linkage-inc.com*

Tel 1.800.489.8814 (from within U.S.)
Tel 801.303.7412 (from outside U.S.)

LINKAGE MANAGEMENT & LEADERSHIP EVALUATION FORM

PLEASE RETURN THIS FORM TO YOUR SITE COORDINATOR OR FAX TO 781-402-5556.

NAME _____ TITLE _____

ORGANIZATION _____

Please indicate functional area (only circle one):

Finance Human Resources/Organizational Development Manufacturing/Operations Marketing R&D Sales

Other (specify) _____

How many people do you have reporting to you (include all levels)? Number: _____

Please indicate your job level (only circle one):

☐ President or Officer ☐ Vice President ☐ Director ☐ Manager/Supervisor ☐ Individual Contributor

1) Please indicate a rating for each of the statements below by checking the appropriate box.

	Strongly Disagree	Somewhat Disagree	Somewhat Agree	Strongly Agree
The length of the presentation was ideal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
As a result of participating in this program, I will be more effective in my role	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The participant materials were useful	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Q&A session was valuable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2) Please give a general overall comment about the program.

3) Any suggestions on what we can do to improve?

4) Can we use any of these comments for promotional purposes (including name and organization)? YES NO

5) On a scale of 1-10 (10 = Outstanding), how would you rate this session?

Rating: _____

6) Which speakers are you most interested in seeing at the next Linkage Satellite (Distance Learning) Learning Series? (Please rate your top five, "1" being most interested)

___ James Champy
___ Deborah Tannen
___ Steve Jobs
___ Philip Knight
___ Edgar Shein
___ Carly Fiorina

___ Michael Dell
___ Maya Angelou
___ Francis Hesselbein
___ John Scully
___ Warren Bennis
___ Robert Kaplan

___ Margaret Wheatley
___ Michael Porter
___ Bill George
___ Meg Whitman
___ Chris Argyris
Other _____

PLEASE RETURN THIS FORM TO YOUR SITE COORDINATOR OR FAX TO 781.402.5556.